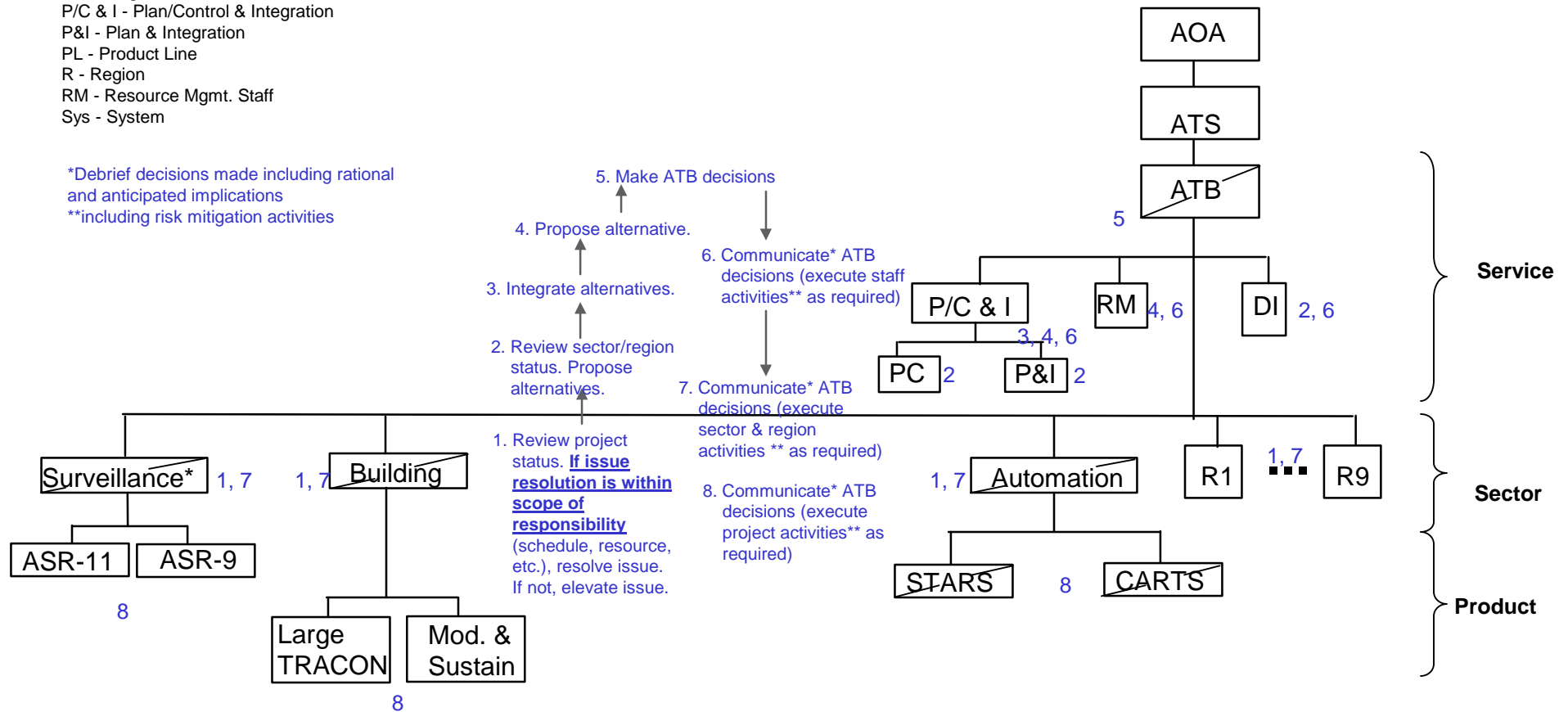# ATB Management
Issue Resolution - Decision Implementation

DI - Deployment Support
OSF - Operational Support Facility
PC - Program Control
P/C & I - Plan/Control & Integration
P&I - Plan & Integration
PL - Product Line
R - Region
RM - Resource Mgmt. Staff
Sys - System

*Debrief decisions made including rational
and anticipated implications
**including risk mitigation activities

5. Make ATB decisions

4. Propose alternative.

3. Integrate alternatives.

6. Communicate* ATB
decisions (execute staff
activities** as required)

2. Review sector/region
status. Propose
alternatives.

1. Review project
status. **If issue
resolution is within
scope of
responsibility**
(schedule, resource,
etc.), resolve issue.
If not, elevate issue.

7. Communicate* ATB
decisions (execute
sector & region
activities ** as required)

8. Communicate* ATB
decisions (execute
project activities** as
required)

AOA

ATS

ATB   5

Service

P/C & I   RM   4, 6   DI   2, 6

3, 4, 6

PC   2   P&I   2

Surveillance*   1, 7   1, 7   Building   Automation   1, 7   R1   1, 7   R9   Sector

ASR-11   ASR-9

8

Large TRACON   Mod. & Sustain

8

STARS   8   CARTS

Product

*Initially - Planning Only
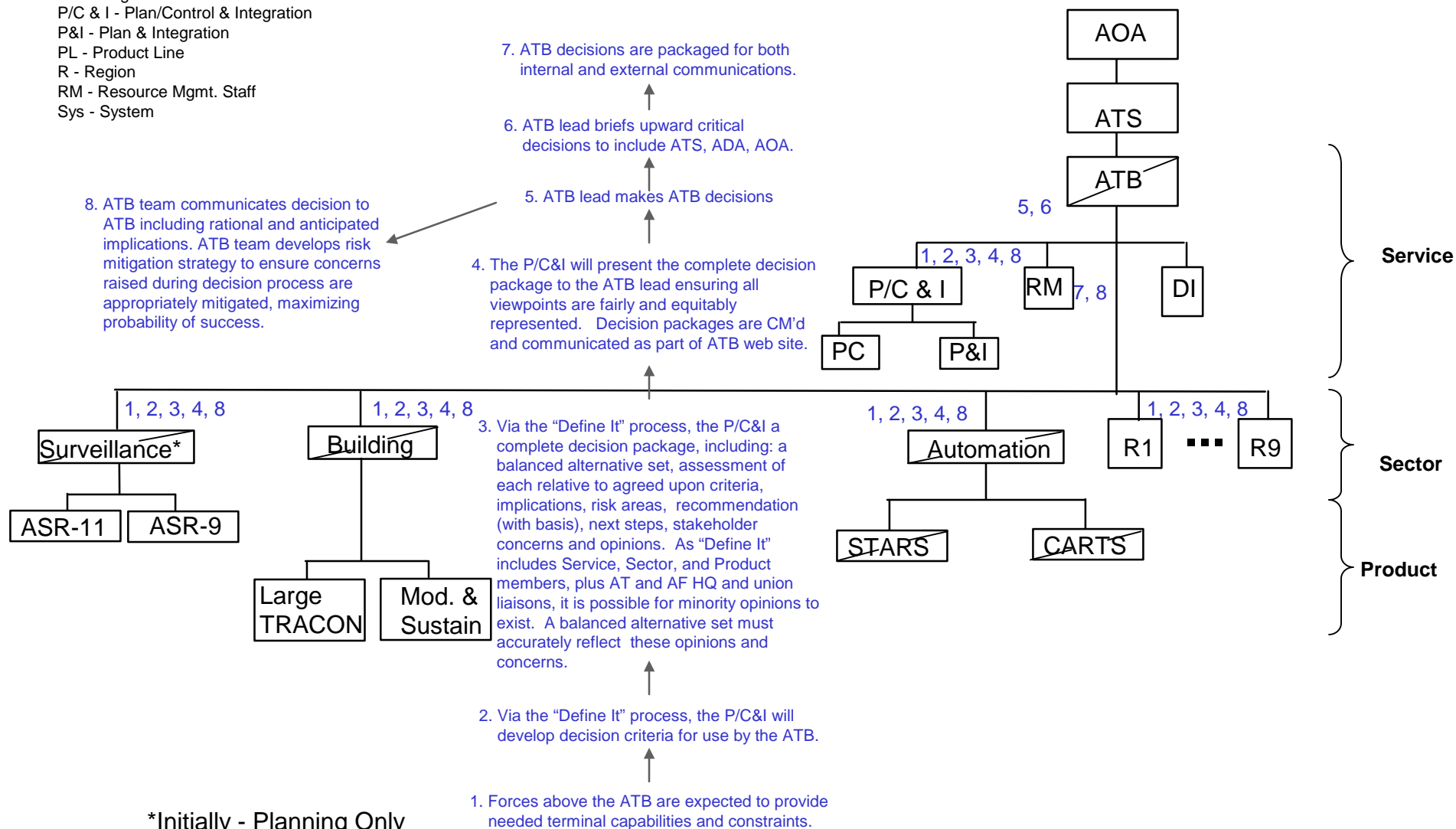
ATB Management
ATB Decision Making

DI - Deployment Support
OSF - Operational Support Facility
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7. ATB decisions are packaged for both internal and external communications.

6. ATB lead briefs upward critical decisions to include ATS, ADA, AOA.

5. ATB lead makes ATB decisions

8. ATB team communicates decision to ATB including rational and anticipated implications. ATB team develops risk mitigation strategy to ensure concerns raised during decision process are appropriately mitigated, maximizing probability of success.

4. The P/C&I will present the complete decision package to the ATB lead ensuring all viewpoints are fairly and equitably represented.   Decision packages are CM'd and communicated as part of ATB web site.

3. Via the "Define It" process, the P/C&I a complete decision package, including: a balanced alternative set, assessment of each relative to agreed upon criteria, implications, risk areas, recommendation (with basis), next steps, stakeholder concerns and opinions. As "Define It" includes Service, Sector, and Product members, plus AT and AF HQ and union liaisons, it is possible for minority opinions to exist. A balanced alternative set must accurately reflect these opinions and concerns.

2. Via the "Define It" process, the P/C&I will develop decision criteria for use by the ATB.

1. Forces above the ATB are expected to provide needed terminal capabilities and constraints.

Service
Sector
Product

AOA

ATS

ATB

5, 6

1, 2, 3, 4, 8

P/C & I   RM   7, 8   DI

PC   P&I

1, 2, 3, 4, 8   1, 2, 3, 4, 8   1, 2, 3, 4, 8   1, 2, 3, 4, 8

Surveillance*   Building   Automation   R1 • • • R9

ASR-11   ASR-9

Large TRACON   Mod. & Sustain

STARS   CARTS

*Initially - Planning Only
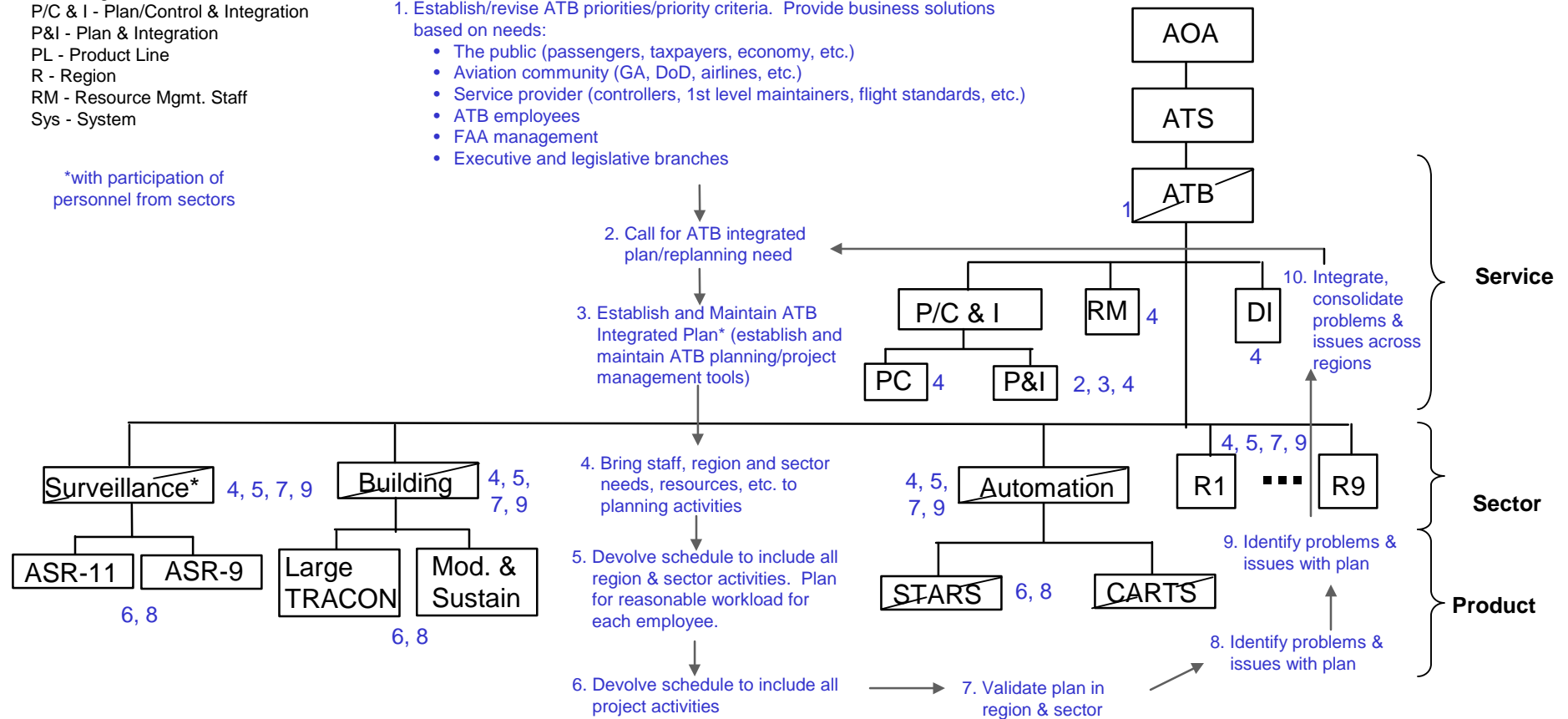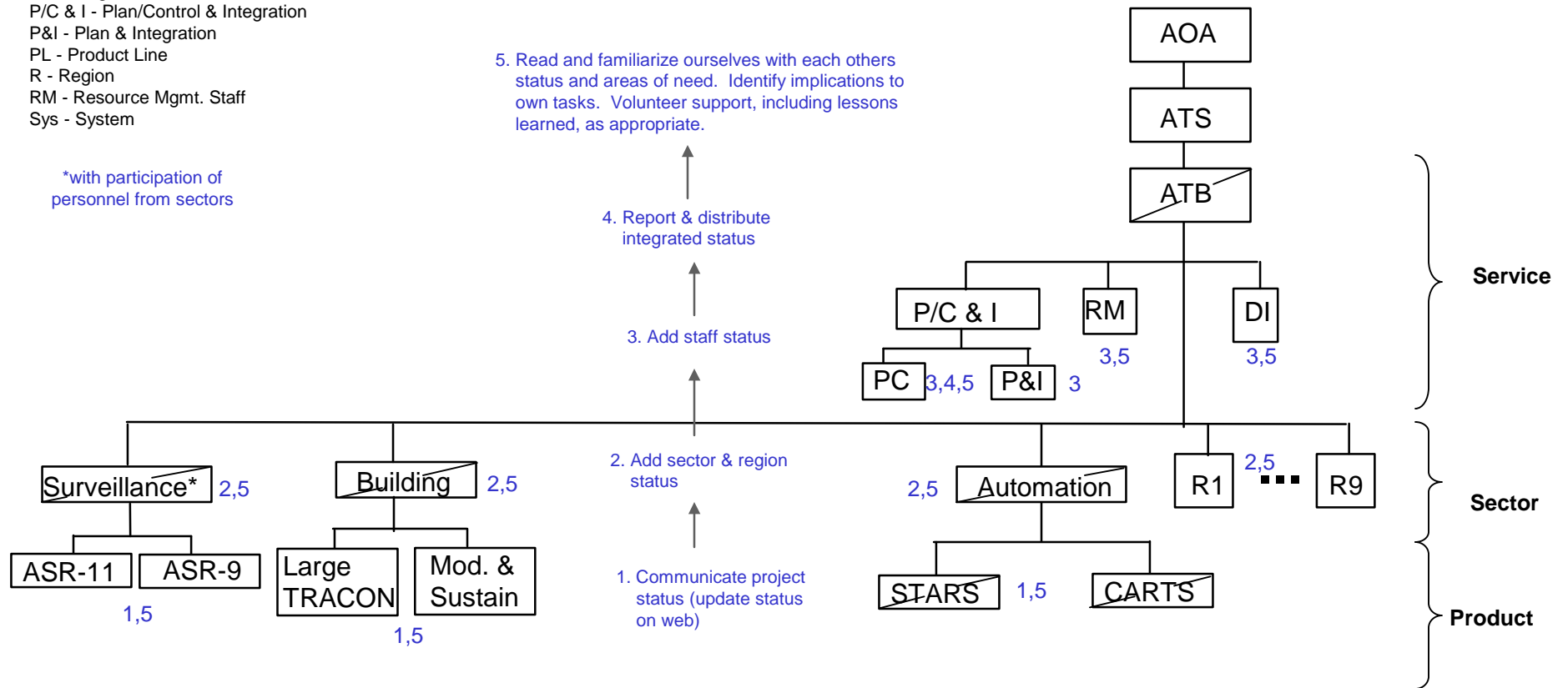3/15/01 13:26

ATB Management
Integrated Planning
Note: A "Plan" includes as a minimum --- activities, responsibilities, resources, schedule, deliverables

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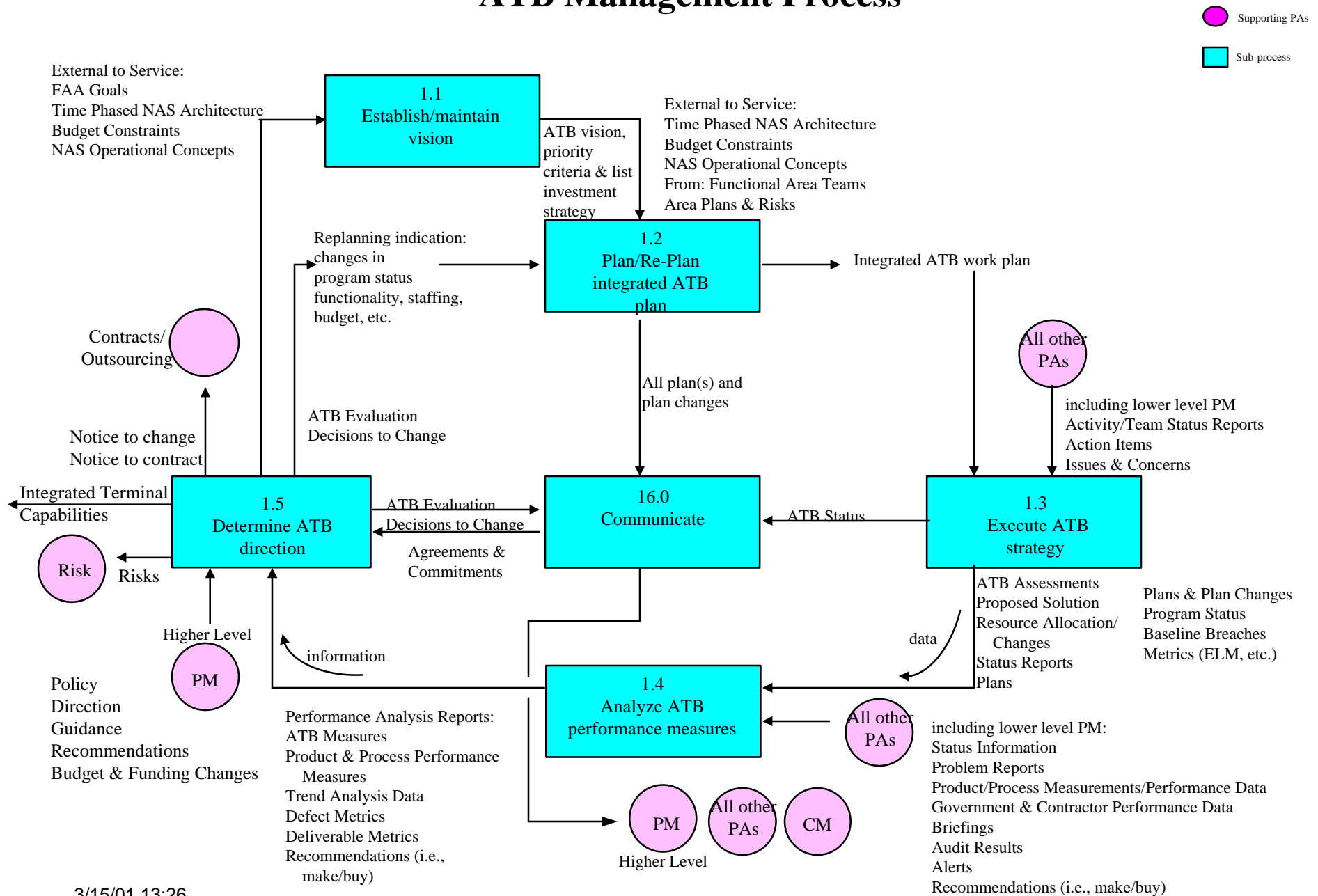Sys - System

*with participation of personnel from sectors

1. Establish/revise ATB priorities/priority criteria. Provide business solutions based on needs:
   • The public (passengers, taxpayers, economy, etc.)
   • Aviation community (GA, DoD, airlines, etc.)
   • Service provider (controllers, 1st level maintainers, flight standards, etc.)
   • ATB employees
   • FAA management
   • Executive and legislative branches

AOA

ATS

ATB   1

Service

2. Call for ATB integrated plan/replanning need

3. Establish and Maintain ATB Integrated Plan* (establish and maintain ATB planning/project management tools)

P/C & I   RM 4   DI 4

PC 4   P&I 2, 3, 4

10. Integrate, consolidate problems & issues across regions

4. Bring staff, region and sector needs, resources, etc. to planning activities

Surveillance* 4, 5, 7, 9   Building 4, 5, 7, 9   Automation 4, 5, 7, 9   R1 • • • R9   4, 5, 7, 9

Sector

5. Devolve schedule to include all region & sector activities. Plan for reasonable workload for each employee.

ASR-11   ASR-9   Large TRACON   Mod. & Sustain   STARS 6, 8   CARTS

6, 8   6, 8

9. Identify problems & issues with plan

Product

6. Devolve schedule to include all project activities

7. Validate plan in region & sector

8. Identify problems & issues with plan

*Initially - Planning Only
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ATB Management
Status Reporting

DI - Deployment Support
OSF - Operational Support Facility
PC - Program Control
P/C & I - Plan/Control & Integration
P&I - Plan & Integration
PL - Product Line
R - Region
RM - Resource Mgmt. Staff
Sys - System

5. Read and familiarize ourselves with each others status and areas of need. Identify implications to own tasks. Volunteer support, including lessons learned, as appropriate.

*with participation of personnel from sectors

4. Report & distribute integrated status

3. Add staff status

2. Add sector & region status

1. Communicate project status (update status on web)

AOA

ATS

ATB

Service

P/C & I   RM   DI
                    3,5   3,5

PC 3,4,5   P&I 3

Surveillance* 2,5   Building 2,5   2,5 Automation   R1 2,5 ▪▪▪ R9   **Sector**

ASR-11   ASR-9   Large TRACON   Mod. & Sustain   STARS 1,5   CARTS   **Product**
       1,5   1,5

*Initially - Planning Only
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1.0 ATB Management

Previous Process:	Purpose/Definition:	Next Process:
On-going process for duration of terminal business service (ATB)	Ensure the business unit achieves its objectives by planning, scheduling, controlling, tracking, & negotiating the nature & scope of work required & by providing visibility into status & risks.	On-going process for duration of business service

Performing Agent(s):	Owner: ATB lead	Customer(s):
• ATB members		• ATB members • ATB stakeholders & customers • Senior FAA Management
	Sub-Processes: 1. 1 Establish/maintain ATB vision/priority/investment strategy 1. 2 Plan / Re-plan integrated ATB plan 1. 3 Execute ATB strategy 1. 4 Analyze ATB performance measures 1. 5 Determine ATB direction	
Input(s): External to Service • FAA goals • Time Phased NAS Architecture • Budget Constraints • NAS Operational Concepts		**Output(s):** External to ATB • Integrated ATB plan & plan changes •schedule, activities, assignments • ATB Status • Baseline Breaches
		Reviews,Audits and Controls: • ARs, JRCs, • ATB reviews • Functional area reviews

Entry Criteria:	Training/Handbooks/Policy:	Exit Criteria:
• Formation of ATB	AMS, Project Management domain training, FAA performance goals	• ATB shutdown completed

ATB Management Process

Supporting PAs

Sub-process

External to Service:
FAA Goals
Time Phased NAS Architecture
Budget Constraints
NAS Operational Concepts

1.1
Establish/maintain vision

ATB vision, priority criteria & list investment strategy

External to Service:
Time Phased NAS Architecture
Budget Constraints
NAS Operational Concepts
From: Functional Area Teams
Area Plans & Risks

Replanning indication: changes in program status functionality, staffing, budget, etc.

1.2
Plan/Re-Plan integrated ATB plan

Integrated ATB work plan

Contracts/ Outsourcing

All other PAs

including lower level PM
Activity/Team Status Reports
Action Items
Issues & Concerns

All plan(s) and plan changes

ATB Evaluation
Decisions to Change

Notice to change
Notice to contract

Integrated Terminal Capabilities

1.5
Determine ATB direction

ATB Evaluation
Decisions to Change

16.0
Communicate

ATB Status

1.3
Execute ATB strategy

Risk

Risks

Agreements & Commitments

Higher Level

PM

information

Policy
Direction
Guidance
Recommendations
Budget & Funding Changes

ATB Assessments
Proposed Solution
Resource Allocation/ Changes
Status Reports
Plans

data

Plans & Plan Changes
Program Status
Baseline Breaches
Metrics (ELM, etc.)

Performance Analysis Reports:
ATB Measures
Product & Process Performance Measures
Trend Analysis Data
Defect Metrics
Deliverable Metrics
Recommendations (i.e., make/buy)

1.4
Analyze ATB performance measures

All other PAs

including lower level PM:
Status Information
Problem Reports
Product/Process Measurements/Performance Data
Government & Contractor Performance Data
Briefings
Audit Results
Alerts
Recommendations (i.e., make/buy)

PM

All other PAs

CM

Higher Level

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1.1 Establish/Maintain ATB Vision/Priority/Investment Strategy

Previous Process: On-going process for duration of terminal business service (ATB)	**Purpose/Definition:** Ensure the ATB clearly understands ATB vision, priority, investment strategy	**Next Process:** On-going process for duration of business service
Performing Agent(s): • ATB lead • ATB plan/control integration **Input(s):** External to Service • FAA goals • Time Phased NAS Architecture • Budget Constraints • NAS Operational Concepts	**Owner:** ATB lead **Sub-Processes:** 1.1.1 Establish/maintain ATB vision 1.1.2 Establish/maintain ATB priority 1.1.3 Establish/maintain ATB investment strategy	**Customer(s):** • ATB members • ATB stakeholders & customers • Senior FAA Management **Output(s):** • ATB vision • ATB priority criteria and list • ATB investment strategy **Reviews,Audits and Controls:** • ATB reviews • Sector and Product Line reviews
Entry Criteria: • Formation of ATB	**Training/Handbooks/Policy:** AMS, Project Management domain training, FAA performance goals	**Exit Criteria:** • ATB shutdown completed

1.2 Plan/Re-Plan Integrated ATB Plan

Previous Process: • ATB Initiation • 1.4 or 1.5 Sub-Process • Sector Management	**Purpose/Definition:** To prepare or maintain an integrand, executable, terminal business unit plan	**Next Process:** • 1.5 Sub-Process • Sector management • Communication
Performing Agent(s): • ATB	**Owner:** ATB lead	**Customer(s):** • ATB • ATB stakeholders & customers • Senior FAA Management

Input(s):
External to Service:
• Time Phased NAS Architecture & NAS Ops. Con.
• Budget Constraints
• Sector and PL Plans & Risks
Internal to Service:
• ATB vision, priority criteria and list, and investment strategy
• Replanning indication: changes in:
  • program status,
  • functionality, staffing, budget, etc.
• Program Evaluation
• Decision to change
	Sub-Processes:
	1.2.1 Identify all ATB activities
	1.2.2 Establish/maintain resource estimates & schedules
	1.2.3 Identify/maintain critical path & dependencies
	1.2.4 Establish and maintain related work plans
		Output(s):
		• Integrated ATB work plan
		• All plan(s) and plan changes
		
		Reviews,Audits and Controls:
		• ARs, JRCs,
		• ATB reviews
		• Sector and PL reviews

Entry Criteria: • ATB formulation decision, or • Replanning indicated due to changes in project status, functionality, budget, etc.	**Training/Tools/Handbooks/Policy:** AMS, FAST, FAA Orders & Standards, Software Cost Estimation Process, SLIM, ELM tool, COCOMO, AUA Technology Refresh Planning Guide, OMB Guidelines	**Exit Criteria:** • Approval and commitment to ATB plans, schedules, estimates, and assignments

ATB Management Process
Sub-Process 1.2 - Plan/Re-Integrated ATB Plan

External to Service:
Time Phased NAS Architecture
Budget Constraints
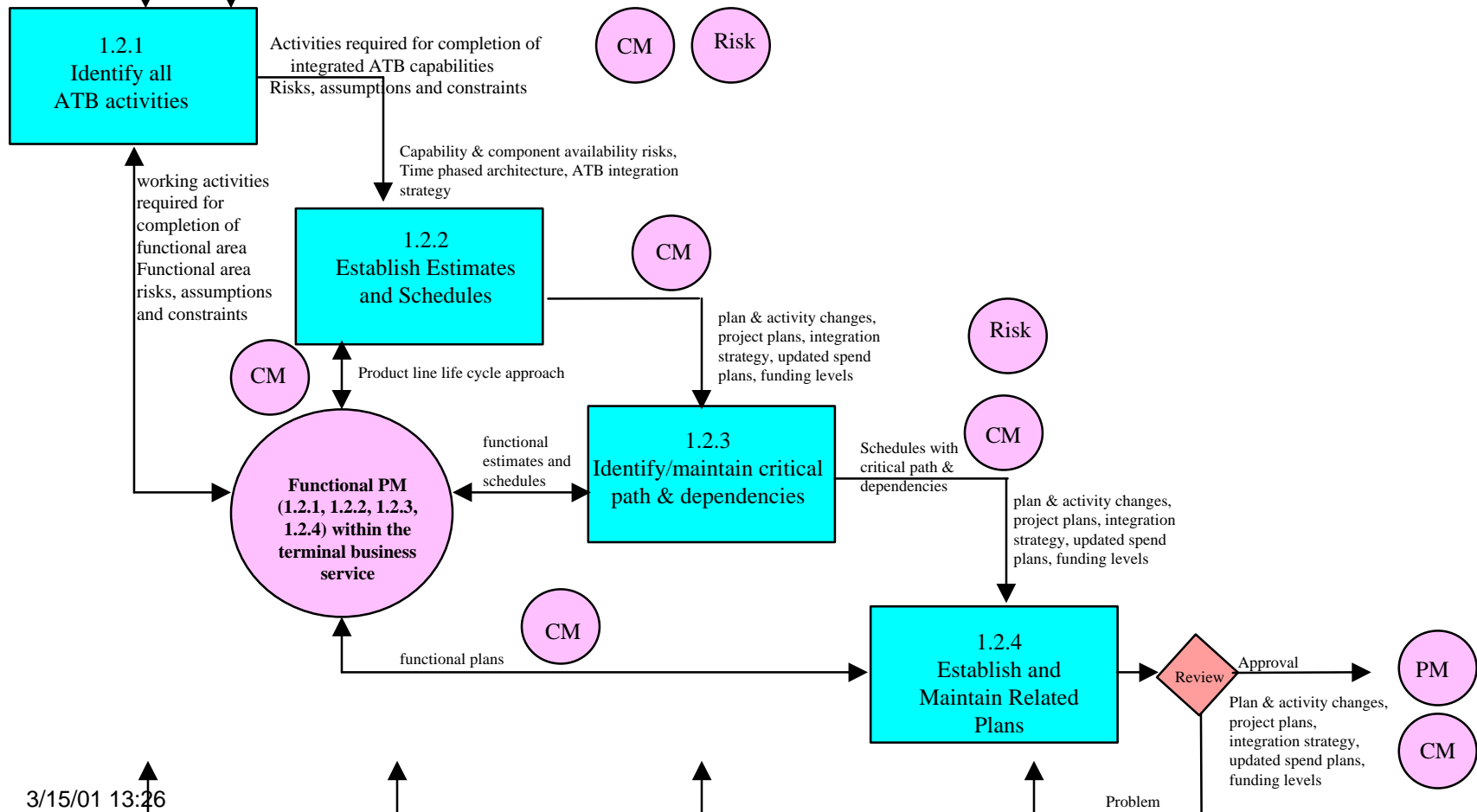NAS Operational Concepts
From: Functional Area Teams
Area Plans & Risks

Replanning indication: changes in program status,
functionality, staffing, budget, etc.
ATB vision, priority criteria & list investment
strategy

● Supporting PAs

■ Sub-process

**1.2.1
Identify all
ATB activities**

Activities required for completion of
integrated ATB capabilities
Risks, assumptions and constraints

CM   Risk

Capability & component availability risks,
Time phased architecture, ATB integration
strategy

working activities
required for
completion of
functional area
Functional area
risks, assumptions
and constraints

**1.2.2
Establish Estimates
and Schedules**

CM

plan & activity changes,
project plans, integration
strategy, updated spend
plans, funding levels

Risk

CM

Product line life cycle approach

CM

**Functional PM
(1.2.1, 1.2.2, 1.2.3,
1.2.4) within the
terminal business
service**

functional
estimates and
schedules

**1.2.3
Identify/maintain critical
path & dependencies**

Schedules with
critical path &
dependencies

CM

plan & activity changes,
project plans, integration
strategy, updated spend
plans, funding levels

CM

functional plans

**1.2.4
Establish and
Maintain Related
Plans**

Review

Approval

PM

Plan & activity changes,
project plans,
integration strategy,
updated spend plans,
funding levels

CM

Problem

1.3 Execute ATB Strategy

Previous Process:	**Purpose/Definition:**	**Next Process:**
• 1.1 or 1.5 Sub-Process • Performance Measurement • Sector Management	Provide guidance and direction required to execute the ATB activities	• 1.4 Sub-Process • Communicate
Performing Agent(s): • ATB lead • ATB members	**Owner:** ATB lead	**Customer(s):** • ATB Team
	Sub-Processes: 1.3.1 Status against integrated ATB schedule 1.3.2 Review performance against established plans 1.3.3 Allocating/reallocating ATB resources according to establish	
Input(s): • Integrated ATB work plan • Activity/team status reports • action items • issues & concerns		**Output(s):** • Metrics & Problem Assessments • Proposed Solution • Resource Allocation / Changes • Status Reports & Plans
		Reviews,Audits and Controls: • ARs, JRCs, • BU Team reviews • Weekly team/staff meetings
Entry Criteria: • Formation of ATB	**Training/Tools/Handbooks/Policy:** AMS, FAST, AMS course, people policy/personnel reform, ISO-9000, PM domain training, FAA-iCMM & classes	**Exit Criteria:** • ATB shutdown completed

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1.4 Analyze ATB Performance Measures

Previous Process:	Purpose/Definition:	Next Process:
• 1.3 Sub-Process	Analyzes ATB deliverable and process data to provide information needed to conduct BU evaluation.	• 1.5 Sub-Process
Performing Agent(s): • Analysis team members	**Owner:** ATB lead	**Customer(s):** • ATB lead • ATB
Input(s): • Metrics & Problem Assessments • Proposed Solution • Resource Allocation / Changes • Status Reports & Plans • Status Information • Problem Reports • Product/Process Measures/Performance Data • Government & Contractor Performance Data • Briefings • Audit Results & Alerts • Recommendations	**Sub-Processes:** 1.4.1 Analyze service & process measures 1.4.2 Correlate trend analysis with investment strategy 1.4.3 Analyze requirement solution alternatives 1.4.4 Develop internal business case/performance investment analysis	**Output(s):** • ATB Measures • Product Performance Measures • Process Performance Measures • Trend Analysis Data • Defect Metrics • Executive Level Metrics • Recommendations
		Reviews,Audits and Controls: • Team peer reviews • Weekly team/staff meetings • ATB reviews
Entry Criteria: • Receipt of performance data or planned analyses schedule	**Training/Tools/Handbooks/Policy:** • AMS and FAST • OMB xxx.x,	**Exit Criteria:** • Performance analysis reports completed, reviewed and accepted

1.5 Determine ATB Direction

Previous Process: 1.4 Sub-Process	**Purpose/Definition:** Evaluate BU activities to 1) determine cost, schedule, technical acceptability and 2) take all corrective action required.	**Next Process:** 1.3 Sub-Process Communicate
Performing Agent(s): • ATB lead • ATB Team	**Owner:** BU lead	**Customer(s):** • ATB Team
	Sub-Processes:	
Input(s): • ATB Measures • Product Performance Measures • Process Performance Measures • Trend Analysis Data • Defect Metrics • Executive Level Metrics • Recommendations (i.e., make/buy) • Policy, Direction, Guidance • Recommendations • Budget & Funding Changes • Agreements/Commitments	1.5.1 Make ATB investment alternatives 1.5.2 Make Decisions 1.5.3 Take Corrective Action	**Output(s):** • Integrated Terminal Capabilities • Risks • ATB evaluation • Decisions To Change • Notice to Change (to Contract Management) • Notice to Contract (to Outsourcing) • Replanning indicators: changes to: • program status, functionality, budget, etc.
		Reviews,Audits and Controls: • ATB Review
Entry Criteria: • Scheduled BUevaluation • Performance analyze raises significant issues	**Training/Tools/Handbooks/Policy:** • AMS and FAST	**Exit Criteria:** • Recommended Action Determined, or • Deliverable Complete

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